

Rita A. Jordan, Ph.D.

Current Position: *Permanent Professor and Head
Department of Management; U.S. Air Force Academy, CO*

Advisor to the Dean of Faculty (Provost) on policy and curriculum issues. Leads task force/committees studying strategic issues for the Dean of Faculty and Superintendent (USFA President). Directs interactions with key stakeholders; Air Force commands and agencies who “hire” graduates of the management major. Leads department of 35 faculty members, teaching 19 undergraduate courses in basic and advanced management to approximately 1,500 future Air Force leaders. Member, Graduate Scholarship Committee. Professional Service: Vice Chair, Initial Accreditation Committee, AACSB International.

Education:

Doctor of Philosophy in Business Administration (PhD), 1993
University of Colorado, Boulder, CO

Master of Arts (MA), 1981
Louisiana Tech University, Ruston, LA

Bachelor of Arts (BA), 1974
Case Western Reserve Arts, Cleveland, OH

Career Summary:

- July 02 – June 04* *Associate Dean, Graduate School of Engineering and Management
Air Force Institute of Technology (AFIT); Wright-Patterson AFB, OH*
- Principal advisor to the Dean for the strategic planning and execution of all facets of the graduate school's mission
 - Graduate school's senior officer, responsible for the academic and military performance of 652 graduate officer and senior enlisted students from all DoD services and the career development of 71 military faculty
 - Directed interactions with key customers, such as the Air Force Research Laboratory, Air Force Materiel Command, and both U.S. and Air Force Space Command
 - In the absence of the Dean, supervised 115 graduate faculty and 54 laboratory and administrative employees in six academic departments and five research laboratories
 - Chair, Academic Review Board; Chair, Information Resources Committee
- April 98 - May 02* *Permanent Professor and Head
Department of Management; U.S. Air Force Academy, CO*
- Led department of 19 officers and 11 civilians, teaching 18 undergraduate courses in basic and advanced management to approximately 1,500 future Air Force leaders;
 - Advisor to the Dean of the Faculty on policy and curriculum issues
 - Led dept to initial business school accreditation; report stated “a quality of leadership that enables others to commit to her lead and goals...continuous improvement during her stewardship”
 - Management students ranked top 2% academically among 400 universities 3 yrs running
 - Institutional leadership across mission elements—Chair, Second Class Academic Review Committee; Chair, Dean of the Faculty Finance & Budget Committee; Chair, USFA Admissions Panel; Chair, NCAA Track & Field and Cross-Country Intercollegiate Eligibility Committee; Member, Graduate Scholarship Committee; Member, International Programs Council

- Dec 94 - April 98* *Deputy Department Head & Associate Professor
Department of Management; U.S. Air Force Academy, CO*
- Oversaw command and control of 25 personnel to include budget and personnel hiring decisions
 - Advised department head on all issues and participated in key policy decisions
 - Conducted management training for DoD agencies
 - Consultant to the Latvian Defense Academy on officer leadership development
- May - Dec 1994* *Deputy Director, Joint Contact Team, HQ EUCOM, Latvia*
- Served in joint international billet on Military Liaison Team in Latvia
 - "...EUCOM's Joint Contact Team in Latvia is the most successful of 12 in being...she is clearly an outstanding leader; her enthusiasm, aggressiveness and initiative are exemplary" (Flag Officer)
 - "...recognized by U.S. Ambassador and two flag officers—airfield officer for President Clinton's unprecedented visit to Latvia—frequently fulfilled the duties of Defense Attaché for the U.S. Embassy."
- Jul 90 - Sep 93* *Assistant Professor
Department of Management; U.S. Air Force Academy, CO*
- Designed, directed, and taught advanced and introductory undergraduate course in management
 - Professional speaker and consultant
 - Academic advisor to 37 cadets, on academic matters & critical career decisions
 - Member of Dean of Faculty's Civilian Personnel Standing Committee
- Jul 87 - Jun 90* *Doctoral student and Research Assistant (AFIT)
School of Business, University of Colorado, Boulder, CO*
- Major: Organization Theory & Organization Development
 - Minor: Social Psychology
 - AFIT Liaison Officer-administratively supervised 35 active duty officers attending school
- Nov 84 - Jul 87* *Personnel Officer and Assistant Professor/Instructor
Department of Management; U.S. Air Force Academy, CO*
- Department Personnel Officer responsible for recruiting, screening, and requisitioning personnel for assignment
 - Advisor to 51 cadets, counseled on academic and career matters
 - Produced research with department faculty members
- Nov 82 - Nov 84* *SQ Maintenance Supervisor, Avionics Maint Sq and Field Maint Sq
380th Bomb Wing (SAC) Plattsburgh AFB, NY*
- Managed field maintenance performed on 36 FB-111 and 32 KC-135 aircraft
 - Managed supervision of over 425 maintenance technicians in 20 different specialties
 - "Best FB-111 avionics performance in 12 years..."
 - HQ 8AF Commander said, "An inspiring officer and top contender for command of a maintenance squadron"
 - 45th Air Division Outstanding Aircraft Maintenance Company Grade Mgr (1983)
- Jun 80 - Nov 82* *NAF Chief, Munitions Services Div/NAF Chief, Nuclear and Conventional Division,
HQ 8th Air Force (SAC), Barksdale AFB, LA*
- Provided managerial and technical guidance to HQ 8th Air Force staff and 14 subordinate field units concerning munitions maintenance, B-52/FB-111 weapons release maintenance and munitions loading
 - Shift leader in Logistics Readiness Center during increased readiness conditions

- Sep 77 - Jun 80* *SQ Maintenance Supervisor/OIC Munitions Services Branch, Munitions Maintenance Sq, 43rd Bomb Wing (SAC), Andersen AFB, GUAM*
- Responsible for the supervision of 350 maintenance personnel
 - Responsible for the maintenance and storage requirements of the largest conventional stockpile (\$260,000,000) possessed by SAC
 - Developed and oversaw the project to streamline maintenance crews from five to four person teams-resulted in a 20% decrease in manpower requirements
- Mar 75 - Sep 77* *OIC SRAM Branch/OIC Munitions Maintenance & Storage Branch, Munitions Maintenance Sq, 449th Bomb Wing (SAC), Kincheloe AFB, MI*
- Insured completion of all maintenance and inspection requirements on assigned weapons and associated test and support equipment
 - Cited by inspectors for superior management of branch training and certification procedures
 - Leadership resulted in squadron meeting deactivation requirements early and helped accelerate base closure date by three months

Awards and Recognition:

- (1991) Southern Colorado Outstanding Women of the Year, 1 of 12 honored
- (1990) Robert L. Taylor Outstanding Research Award, Dept of Management
- (1986) Outstanding Academy Educator, Dept of Management
- (1986) Theodore Helmer Teaching Excellence Award, Dept of Management
- (1986) Robert L. Taylor Outstanding Research Award, Dept of Management
- (1983) 45th Air Division Outstanding Aircraft Maintenance Company Grade Manager (#1 of 32)
- (1979) 3rd Air Division Company Grade Munitions Manager (#1 of 12)
- (1978) Team OIC led Wing Load Competition Team to victory, Best Wing in SAC (#1 of 19)

Professional Service and Outreach:

<u>Board & Committee Membership</u>	<u>Position</u>	<u>Dates</u>
- Association for the Advancement of Collegiate Schools of Business, (AACSB) International		
-- Initial Accreditation Committee	Vice Chair	2003 – present
-- Business Accreditation Committee	Member	2002 – 2003
- U.S. Coast Guard Academy Advisory Brd		
Dept of Leadership and Management	Member	1999 – present
- AFIT Academic Review Board	Chair	2002 – present
- AFIT Information Resources Committee	Member	2002 – present
- USAFA Second Class Academic Review Committee (ARC)	Chair	2000 – 2002
- USAFA Admissions Panel	Chair	1999 – 2001
- USAFA Admissions Panel	Member	1996 – 1999
- DF Finance & Budget Committee	Chair	2000 - 2002
- USAFA NCAA Track & Field and Cross-Country Intercollegiate Eligibility Committee	Chair	1999 - 2002

Publications:

Refereed Journals:

“Dynamic Networks in Public Service Delivery: A New Application of the Miles and Snow Framework,”(1989) Human Relations, 42(12), 1167-1184, with Michael Lawless.

“Corporate Entrepreneurship: The New Educational Challenge,” (1986) Journal of Private Enterprise, 11(1), with Michael Evanchik.

Technical Reports:

“Senior Employment Systems Development Programs: Changing Attitudes Toward Older Workers.” (1990) University of Colorado, with Joseph Rosse, Patrick Long, and Nina Polok.

Grants:

Institute for National Security Studies grant, \$5,000, “Semiotics and Information Warfare” (1994) USAF Academy, with Wayne Smith.

Proceedings:

“A Roadmap to Assess Change.” Proceedings of the AACSB Continuous Improvement Symposium, Tampa, FL, May 2002, with William W. Jennings.

“The Assessment Suite as a Roadmap to Change.” Proceedings of the AACSB Continuous Improvement Symposium, St Louis, MO, October 2001, with Walter Austin and William W. Jennings.

“Student Feedback Improves Curriculum Design.” Proceedings of the AACSB Continuous Improvement Symposium, St Louis, MO, October 2001, with William W. Jennings.

“Organizations - A New Approach to Organizational Management.” Proceedings of the 29th Annual Decision Sciences Institute meeting, Las Vegas, NV, November 1998.

“Classical - Jazz - Rock & Roll: Variations on Organizational Style.” Proceedings of the 5th Annual American Society of Business and Behavioral Sciences meeting, Las Vegas, NV, January 1998, with Michael Fekula and Michael Weeks.

“Organizational Structure: Working Outside the Box.” Proceedings of the 4th Annual American Society of Business and Behavioral Sciences meeting, Las Vegas, NV, February 1997, with Michael Fekula.

“Organizational Climate: The Commencement in Emerging Democracies.” Proceedings of the 3rd Annual American Society of Business and Behavioral Sciences meeting, Las Vegas, NV, February 1996, with Michael Fekula.

“The Upper Echelon Model: Assessing It's Future.” Proceedings of the 14th Biennial Applied Behavioral Sciences Symposium, Colorado Springs, CO, April 1994, with Michael Fekula, Richard O. Abderhalden and Julie A. Chesley.

“Ethical Development: A Convergence Model of Value Structures.” Proceedings of the 2nd Annual National Conference on Ethics in America, January 1991, with William B. Carlin and Daniel C. Thurman.

“Hierarchical Value Structures: A Model of Ethical Development.” Proceedings of the Psychology in the Department of Defense 12th Symposium, April 1990, with William B. Carlin.

“Directed Interorganizational Systems: Network Strategy in Public Service Delivery.” Proceedings of the Southwest Academy of Management Division, March 1989, with Michael W. Lawless.

“Organizational Designs for Managing Expert Systems.” Proceedings of the Psychology in the Department of Defense 11th Symposium, April 1988, with John R. Landry.

Presentations:

“The Endurance: Leadership Education Through Crisis.” Presented at the Annual Western Academy of Management meeting, Sun Valley, ID, April 2001.

“The Assessment Suite: A Roadmap to Change.” Invited Presentation, AACSB Continuous Improvement Symposium, Tampa, FL, September 2000, with William Jennings and Walter Austin.

“*Orbanizations* - A New Approach to Organizational Management.” Presented at the 29th Annual Decision Sciences Institute meeting, Las Vegas, NV, November 1998.

“Classical - Jazz - Rock & Roll: Variations on Organizational Style.” Presented at the 5th Annual American Society of Business and Behavioral Sciences meeting, Las Vegas, NV, January 1998, with Michael Fekula and Michael Weeks.

“Organizational Leadership Training at the Latvian Defense Academy.” Presented at the Central Slavic Conference, Kansas State University, KS, April 1997.

“Organizational Structure: Working Outside the Box.” Presented at the 4th Annual American Society of Business and Behavioral Sciences meeting, Las Vegas, NV, February 1997, with Michael Fekula.

“Organizational Climate: The Commencement in Emerging Democracies.” Presented at the 3rd Annual American Society of Business and Behavioral Sciences meeting, Las Vegas, NV, February 1996, with Michael Fekula.

“Ten Years Hence: Assessing the Viability of the Upper Echelons Model.” Presented at the Southern Academy of Management Meeting, November 1994, New Orleans, LA, Michael Fekula, Richard O. Abderhalden and Julie A. Chesley.

“The Upper Echelon Model: Assessing It's Future.” Presented at the 14th Biennial Applied Behavioral Sciences Symposium, Colorado Springs, CO, April 1994, with Michael Fekula, Richard O. Abderhalden and Julie A. Chesley.

“Ethical Development: A Convergence Model of Value Structures.” Presented at the 2nd Annual National Conference on Ethics in America, January 1991, with William B. Carlin and Daniel C. Thurman.

“Hierarchical Value Structures: A Model of Ethical Development.” Presented at the Psychology in the Department of Defense 12th Symposium, April 1990, with William B. Carlin.

“Applying Miles and Snow's Dynamic networks to Public Sector organizations: A Good Fit.” Presented at the Academy of Management National Meeting, August 1989, Washington, D.C., with Michael W. Lawless.

“Directed Interorganizational Systems: Network Strategy in Public Service Delivery.” Presented at the Southwest Academy of Management Division, March 1989, with Michael W. Lawless.

“Organizational Designs for Managing Expert Systems.” Presented at the Psychology in the Department of Defense 11th Symposium, April 1988, with John R. Landry.

“Corporate Entrepreneurship: The New Educational Challenge,” Presented at the Annual Conference of the Association of Private Enterprise Education, April 1986, San Antonio, TX, with Michael Evanchik.

M.S. Thesis Advisor:

Beck, Grace M. “An Analysis of the Air Force Basic Communications Officer Training Course: The Impact of Trainee Characteristics and Organization Characteristics on Training Effectiveness.” (2004). Graduate School of Engineering and Management, Air Force Institute of Technology, Ohio.

Invited Addresses:

“One Team, One Mission: Building a 21st Century Air Force.” Invited Speaker, USAFA Annual Awards Banquet, March 2001, U.S. Air Force Academy, CO.

“Training Leaders for the 21st Century.” Keynote Speaker, U.S. Army Medical Command Resource Management Conference, April 1997 , Ft Sam Houston, TX.

Developing Financial Managers of the Future.” Professional Development Seminar, American Society of Military Comptrollers, October 1996, Defense Finance and Accounting Center, Denver, CO.

“Executive Leadership and Innovation in Fire Service Organizations.” Invited Speaker, Senior Leadership Seminar, May 1994, Federal Emergency Training Center, Emmitsburg, MD.

“Diversity as an Organizational Asset.” Keynote Address for the Rocky Mountain Regional Federal Personnel Conference, Boulder, CO, April 1993.

“Innovation and Organization Effectiveness.” Leadership Workshop for Institute of Management Accountants, Colorado Springs, CO, March 1993.